



Sally Gardner Reed is the Executive Director of United for Libraries, formerly Executive Director of Friends of Libraries U.S.A. (FOLUSA). Prior to accepting this position in 2002, Sally spent nearly 20 years in library administration running small public libraries in New England and the Midwest, and most recently she was the director of the Norfolk (Va.) Public Library.

Sally is the author of eight books on library management, advocacy, volunteers, and fundraising and numerous articles for professional library journals. She has presented programs and workshops to hundreds of Friends of the Library groups, boards of trustees, and librarian groups nationally and internationally. She is the 2000 recipient of ALA's Herbert and Virginia White Award for promoting libraries and librarianship.

Tips & Tricks to Develop, Nurture, and Work with High Functioning Boards



**United
for Libraries**



Association of Library Trustees,
Advocates, Friends and Foundations

A division of the American Library Association

Board Orientation



Orientation of new board members is a terrific opportunity for you to lay the foundation of a wonderful working relationship

- Orientation Packet
 - Role Chart (see <http://www.ala.org/united/sites/ala.org.united/files/content/friends/orgtools/role.pdf>)
 - Library Policies
 - Staff Chart
 - Newsletter
 - List of Board Members (and contact information)
 - List of Foundation Board (and contact information)
 - List of Friends Board (and contact information)
 - Board Schedule / Meeting Times
 - Sample Agenda
 - Sample Board Minutes
- Tour of Library
- Office Visit to answer questions and go over packet

Understanding Roles



Role	General Admin.	Policy	Fiscal
Library Director	<ul style="list-style-type: none">•Daily Operations: Decision Maker<ul style="list-style-type: none">•Staff•Expenditures•Policy Interp.	<ul style="list-style-type: none">•Recommends<ul style="list-style-type: none">•Best Practices•Standards•Needed•Interprets and enforces	<ul style="list-style-type: none">•Recommends annual budget•Provides Monthly Reports•Uses appropriately to make expenditures
Board of Trustees	<ul style="list-style-type: none">•Oversight<ul style="list-style-type: none">•Hire Director•Evaluate based on Achievement of Mutually agreed upon goals	<ul style="list-style-type: none">•Reviews Periodically•Discusses Proposal<ul style="list-style-type: none">•Modifies as/if necessary•Adopts•Understands and stands behind	<ul style="list-style-type: none">•Review Budget Proposal•Modifies as/if necessary•Adopts Final•Promotes to community and decision makers

Understanding Roles, Cont.



Role	Planning	Advocacy / Promotion	Networking
Library Director	<ul style="list-style-type: none"> •Initiates with Board •Engages staff and community for data collection •Develops plan for Trustee Approval •Design & Implements Strategies 	<ul style="list-style-type: none"> •Keeps constituent groups informed: <ul style="list-style-type: none"> •Trustees •Friends/Found. •Patrons •Leads with Trustees in advocacy campaign •Continuous promotion 	<ul style="list-style-type: none"> •Works with other city agencies •Joins and is active in prof. associations •Is visible among comm. Orgs •Knows decision makers personally
Board of Trustees	<ul style="list-style-type: none"> •Initiates with Director •Oversees its development and progression •Approves Vision, Mission and Goals •Evaluates Director on basis of accomplishment of goals 	<ul style="list-style-type: none"> •Lead Players in Advocacy •Develops campaign as necessary •Advocates for budget •Promotes Library in all venues 	<ul style="list-style-type: none"> •Joins state association •Gets to know decision makers •Visits decision makers; non-budget

Using a Parliamentary Authority



- Provides a framework for working together
- Ensures that all members of the Board have equal authority – the president runs the meeting but doesn't have more authority than anyone else.
- Helps the board as a whole ensure that a “board bully” doesn't rise up!

Board Ethics



- Fiduciary responsibility
- Board always acts as a whole
- Board is responsible for ensuring that all board members act respectful at all times and no one micromanages the library director
- No one benefits by their position on the board
- No one helps others benefit by their position on the board
- All board members sign an ethics statement each year

Keeping Your Board Informed - Formally



The Board Packet

- Agenda (created by Board Chair and Director)
- Minutes from Prior Meeting
- Director's Report
 - Use Statistics
 - Budget
 - Service and Goals Accomplishments
 - Library in the News
 - Library Issues for discussion and/or action
- Policy Updates – reviews, development
- Friends/Foundation Report

Keeping the Board Informed – Formally



The Board Meeting

The Director's Report as an agenda item is the time for you to give the "back-story"

- What the budget numbers tell you?
- What trends in use do you see and what does that portend for the future?
- What issues are impacting your services:
 - ✦ Nationally
 - ✦ Statewide
 - ✦ Locally
- Invite discussion on what trends mean for library services – how can you capture opportunities, meet challenges, or avoid pitfalls?
- Policy discussion – what policy are you discussing/reviewing this month? How well is it serving your staff and community?

Keeping Your Board Informed – Formally



Emergency Meetings – or information disbursement

Though it happens rarely, there may be times when your board needs to be informed of and/or act on an emergent issue. Have a communication plan in place:

- What constitutes an emergency?
 - Breaking news
 - Plant damage
 - Notable police presence
- How will emergency meetings be called?
 - In person
 - Conference Call
 - Skype
- How will board members be notified?
 - Text messages
 - Phone calls
 - Emails

Keeping Your Board Informed



Informally

- Library in the news announcements
- Staff announcements (welcome, tributes, goodbyes)
- Happy / unexpected program results
- Bragging Rights!

United for Libraries Membership



- FREE Newsletters – includes digital access to archived issues
- FREE Toolkits – eight in-depth toolkits (value of more than \$120)
- FREE Digital Publications (value of more than \$150), including:
 - *Making Our Voices Heard: Citizens Speak Out for Libraries*
 - *Getting Grants in Your Community*
 - *101+ Great Ideas for Libraries and Friends*
 - *A Library Board's Practical Guide to Self-Evaluation*
- Awards
- Access to the Friends & Foundations Zone or the Trustee Zone with additional resources.

United for Libraries Contact Info



- Call us at 800-312-2161
- Email us at united@ala.org
- Go to our website at www.ala.org/united
- Follow us on Facebook
www.facebook.com/unitedforlibraries
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